

# Do You Know What Motivates Your Team?

A practical guide for leaders

Motivation isn't one-size-fits-all.

Most people are driven by three core motivators, and these can shift as roles, pressure and priorities change.

When leaders understand what drives their people, they make better daily choices - how they communicate, delegate, recognise effort and create the conditions for people to do their best work.

This guide offers a practical starting point.

## **How to Use This Guide**

- Rank the motivators in order of priority for you at the moment, and consider how well your top three are currently being satisfied
- Notice patterns in your team's behaviour
- Listen for what gives people energy, and what drains it
- Adjust how you lead to activate motivation, not suppress it

This is not about labels. It's about insight.

# The 9 Core Motivators

## Relationship Motivators

*Focused on safety, belonging and recognition*

### The Defender



**Driven by:** security, stability, predictability

#### How they often show up:

- Values clear roles and structure
- Seeks reassurance and consistency
- Cautious around change

#### How to motivate them:

- Be clear and consistent in communication
- Give advance notice of change
- Provide structure and reliable routines

#### Watch out for:

Uncertainty and last-minute change can quickly drain motivation.

### The Friend



**Driven by:** belonging, relationships, collaboration

#### How they often show up:

- Builds rapport easily
- Values teamwork and inclusion
- Notices how others are feeling

#### How to motivate them:

- Encourage collaboration and shared goals
- Recognise their contribution to team cohesion
- Create opportunities for connection

#### Watch out for:

Isolation or unresolved conflict reduces motivation.

### The Star



**Driven by:** recognition, respect, social esteem

#### How they often show up:

- Enjoys visibility and feedback
- Takes pride in achievement
- Responds well to acknowledgment

#### How to motivate them:

- Recognise achievements openly where appropriate
- Give clear, specific praise
- Provide opportunities to be seen and heard

#### Watch out for:

Lack of recognition can lead to disengagement.

# Achievement Motivators

*Focused on demonstrable results, taking charge and developing expertise*

## The Builder



**Driven by:** money, material reward, tangible success

### How they often show up:

- Pragmatic and outcome-focused
- Motivated by rewards and incentives

### How to motivate them:

- Link effort to tangible outcomes
- Be clear about rewards and progression
- Show how success is measured

### Watch out for:

Unclear reward structures reduce drive.

## The Director



**Driven by:** power, influence, control

### How they often show up:

- Comfortable making decisions
- Enjoys responsibility and ownership
- Steps up in moments of challenge

### How to motivate them:

- Give responsibility and authority
- Involve them in shaping direction
- Trust them with influence

### Watch out for:

Micromanagement or lack of authority can frustrate them.

## The Expert



**Driven by:** mastery, knowledge, specialisation

### How they often show up:

- Values accuracy and depth
- Enjoys learning and development
- Takes pride in expertise

### How to motivate them:

- Provide learning and development opportunities
- Recognise expertise and insight
- Allow time for quality and mastery

### Watch out for:

Being rushed or undervalued can disengage them.

# Growth Motivators

*Focused on improvement, autonomy and purpose*

## The Creator



**Driven by:** innovation, originality, creativity

### How they often show up:

- Generates ideas
- Enjoys variety and problem-solving
- Challenges the status quo

### How to motivate them:

- Encourage experimentation
- Offer variety in work
- Give space for creative thinking

### Watch out for:

Too much routine drains energy.

## The Spirit



**Driven by:** freedom, independence, autonomy

### How they often show up:

- Dislikes micromanagement
- Prefers flexibility in how work is done

### How to motivate them:

- Focus on outcomes, not control
- Reduce unnecessary bureaucracy
- Offer choice and autonomy

### Watch out for:

Overly rigid rules can demotivate them

## The Searcher



**Driven by:** meaning, purpose, making a difference

### How they often show up:

- Wants work to matter
- Cares about impact and values

### How to motivate them:

- Connect work to purpose
- Involve them in meaningful projects
- Show the difference their work makes

### Watch out for:

Work that feels disconnected from purpose reduces motivation.

## **A Few Important Things to Remember**

- Most people have three core motivators
- Motivation changes over time
- What motivates you may not motivate others
- Motivation is influenced by leadership behaviour and environment

## **Want a Deeper, More Accurate Picture?**

This guide helps leaders start noticing what drives their people. For a personalised, evidence-based view, tools like Mojo / Motivational Maps identify each individual's motivators, how strongly they matter, and how well they are currently being met, giving leaders clear, practical strategies they can use every day.

## **Reflection for Leaders**

- Which motivators do you recognise most in your team?
- Which do you rarely consider?
- What small change could you make this week to better activate motivation?